IMPACT OF EMPLOYEE ENGAGEMENT AND WORK-LIFE BALANCE ON JOB SATISFACTION IN AVIATION INDUSTRY

SYNOPSIS SUBMITTED

by

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For Ph.D. Degree in Faculty of Management

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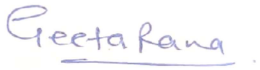
DECLARATION

I hereby declare that the synopsis entitled **"Impact of Employee Engagement And Work-Life Balance on Job Satisfaction in Aviation Industry"** is my own original work and it has not formed the basis for the award of any degree, diploma, associate ship or fellowship of similar other titles.



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INTRODUCTION

Job satisfaction (JS) is strongly desired from their employees in the organization (Oshagbemi, 2003). Organizational productivity depends on employee's job satisfaction. Satisfied employees yields high profits and also leads to superior innovation and creativity of products whereas dissatisfied employee's exhibit low commitment and intention to quit the organization which also affect organization productivity. According to Farrell & Stamm (1988) high employee satisfaction leads to reduce absenteeism, low accident rate and high stress among workers.

In competitive business scenario product and service exchange played an important role by employee. In Service companies such as airlines, employees play important role in organization performance. Airline companies try to render best service for this increases loyalty among customer through gain market share, higher profit earning, and finally satisfied customer (Harter et al. 2002; Wangenheim et al. 2007) lead to higher profit making of this industry. But these goals of the companies are achieved through satisfied employees. To achieve higher portion of market share air lines industries continuously focusing on employee satisfaction phenomenon as an important constituent.

Work life balance (WLB) & Employee engagement (EE) in corporate world has been under lot of notice while preparing various HR policies. Engaged employees are committed and provide competitive advantage with higher productivity and low employee turnover (Medlin & Green, 2009**).** Human Resource Department task of managing people in the organization is not an easy; they made such policies at workplaces which has given a proper balance in professional and personal life. Another construct that has been taken up in the study while considering job satisfaction is employee engagement, which is also an essential nutriment for

delineating the term job satisfaction. An employee is psychologically present while performing an organizational role is called engagement (Khuong & Uyen, 2015). Emotional commitment and bond is developed among employee for the organization showing positive impact on performance, productivity and profitability. The organization applies work life balance and employee engagement policies to have better performance and productive employees. A positive emotions employee thinks more supple with great self control.

Almost every organization weather be industrial, manufacturing or service sector now-a-days are working on these aspects. In India airline industry competitions are intense and to get over this it is important to retain skilled employees so that core competencies can be achieved and competitive advantage can be created. Aviation being service industry plays a vital role in identifying passenger needs and fulfills them accordingly. It requires that employee should be engaged and loyal towards their job which can be achieved by continuously developing and maintaining proper WLB this further leads to JS. A satisfied employee gives their fullest to organization. There are two reason of this concern. Firstly in the support of retaining people and secondly enhance their performance level (Sabri et al. 2011). Apart from this, the aviation employees work can be divided into check-in, VIP lounge, ticket desk, control flight device, found and lost, immigration guidlines, checking gate, transit, checking weight, etc. This is more of stressful work for employees that lead to wrong working practices, higher turnover, poor morale and low performance (Sexton et al. 2000). However, there has been dearth of need to conduct a research which sees the influence of WLB and employee engagement on JS.

Concept of Work-Life Balance

WLB means viable administration of obligations and duties at workplace, at house and at different parts of existence. It is about proportions of control individuals have

regarding how, when and where they work. As per (De Cieri et al. 2005).WLB is very notable matter for the two organizations and employees now-a-days than ever previously. Globalization, cultural shift and socioeconomics have constrained organizations to change the manner of doing business to achieve higher profitability in this evolving situation, organizations require employees with appropriate work-life balance to add on adequately in the accomplishment of organizational objectives. As per (Igbinomwanhia et al. 2012) for both employer and employee work-life balance provides a success gain condition. Impact on working life of individuals has been seen due to social, economic and cultural changes. According to (Chandra 2012; Darcy et al. 2012; Kuzulu et al. 2013; Pattusamy &Jacob 2015) the standard of living and the need of work and family life is risen through individuals demand on work, and on family. The WLB includes Organizational support in dependence care (wellbeing and hygiene, medical advantages of guardians and so on.), Participation in community and civic activities, Personal development, Adaptable working office (work done from home and flexibility in working time and choices), Different approaches and works on relating to family welfare (maternity leave, labor leave, selection leave, yearly leave, wiped out leave and so forth.). As per (Omran & Kamel 2016), job involvement and life satisfaction is found to be positively related with WLB. Through the study of (Pattusamy &Jacob 2015) it was found that the work-family balance is mediated by the nature of work and organizational culture .

Concept of Employee Engagement

Employee engagement is regularly discussed but rarely understood concept (Bailey et al. 2016). A happy and satisfied employee is the asset for employer, yet it is important to hold the glad and satisfied employee. Engaging employees is the answers for it. According to Anitha, 2014 organization has to deal with globalization, innovative individuals, competitors and others are the issues to acquire competitive advantage

from global recession over others so the most important organizational requirements are employee engagement and employee-organizational commitment. EE and JS are exchangeable or identical ideas. Lot of researchers is in favor of employees' engagement and organizational performance relationship (Albdour & Altarawneh 2014).Engaged employees are regularly faithful, inventive, and imaginative and client situated. Such employee aims to remain associated with organization for long haul. (Joo & Mclean 2006) expressed that for sustaining competitive advantage and a strategic asset engaged employees are strong organizational assets. Shuck et al. 2011 emphasized that a main source of competitive advantage in current scenario is employee engagement which helpful to attract and retain the employees while developing their competency for future in Private sector. Engagement feels their employees more energetic and submitted towards their work. EE defines the connection of the employees with their organization. According to (Amhalhal et. al. 2015) EE refers to the cognitive and passionate responsibility in an organization for the jobs by their employees. Employee engagement is relationship of employee with their job (Yalabik et al.2017). The EE is regarding being fulfilled and content with their jobs as well as the work place. Authoritative execution, gainfulness and efficiency fundamentally rely upon successful engagement of human capital of the organization most assuredly. A good strategy, frameworks and practices of WLB for employees encourages employees to create enthusiastic responsibility.

Concept of JS

JS is Locke (1976), is a positive enthusiastic state coming about due to the assessment of one's activity or occupation experiences. The assessment includes different elements recognized with job, for example, compensation, working condition, association with partners and bosses, vocation prospects and natural prizes identified with the job (Arnold et al. 1998). A satisfied employee would produce predominant

execution in appropriate time which prompts increment benefits. A happy employee with their work are increasingly inventive and creative and provide advances that enable organization to develop decidedly after some time with changes in economic cycle.

Research has not been carried out to study the relationship of EE, WLB and JS. To cover up the gap there is a need to study the impact of EE, WLB and JS. This research work tries to establish the impact of EE & WLB on JS among aviation industry. A philosophical gap has been delineated with an attempt to render the gap, that organizations must initiate an employee engagement program and maintain a quality of work life to achieve job satisfaction where the aviation industry can achieve high organizational effectiveness with a notions of flourishment, virtuous life, and attainment of goals with job satisfaction.

Literature Review

Employee Engagement and Job satisfaction

Thiagarajan & Renugadevi, 2011 escorted research in Indian BPO Industries on employee engagement practice, they concluded that the association between EE and career progression activities leads to satisfaction of employees. Bhavani et al. 2015 findings in automobile Industry revealed that in increasing JS and organization productivity comes mainly through EE variable. Tejpal 2016 led an examination on whether there is increment in JS level through EE in Steel industries. The three dimensions of EE are examined through vigor, dedication and absorption. It was found that engaged employee were more content, happy and satisfied with their job. Lu et al. 2014 conducted a research to find the effect on work engagement, JS and turnover intensions due of employee position. Discoveries of (Albdour & Altarawneh 2014) demonstrate that, employees who have high EE and organizational commitment are emotional towards their work and perform the job with full responsibility.

WLB and JS

Lewis & Smithson 2001 emphasized that WLB practices in manufacturing industries reduces work family conflict and they are more familiar with personal and job roles. Iqan lazar, 2010 findings indicated that WLB practices at workplace benefited for both employee and employer which ultimately lead to better personal relationship and organizational outcomes. According to (Susi.S, 2010) WLB is drive for the retention and managing talent which leads to employee satisfaction. WLB practices culture in the organization develop self-motivation among the employees in the IT industries (Felicity Asiedu-Appiah, 2013). Mcnall et al. 2010 investigated the relationship between flexible work arrangements and JS in public sector. The finding revealed that the greater flexible work arrangements give the more satisfaction to the employee. Adaptable working hours (Herman & Lewis 2012) boosts employee zeal towards work commitment in IT sector (Hobsonet al. 2014). If people's genuine needs are not met at workplace they dissatisfied and show negative behavior towards the other workers and task too (Zeinalipoor et al. 2014). Esheth, 2016 examined the relationship between WLB and commitment in Education University, findings reveled that work life balance practices such as fun activity, openness and respect towards others leads to higher commitment among workers. Sakthivel Rania, 2011 study found that work life balance builds a pool between work and non-work activities which influences job performance.

Evidences are accumulating from literature review, showing that WLB and EE mostly associated with employees turn over intentions, psychosocial risks, absenteeism, conflicts, commitment and other occupational variables which indirectly influenced job satisfaction (Omran & Kamel, 2016: Saif et al. 2012; Sageer et al. 2012) but very few studies has been found which directly linked these variables with job satisfaction. Through literature review it has been clear that most of the studies

have been carried in foreign country, and they investigated the individual effect of each variable such as WLB and EE on job satisfaction (Amagasa & Nakayama, 2015), very few studies were conducted in other sector such as IT and manufacturing industries in India and abroad taking individual variables such as WLB and EEs separately (Jain et al. 2007, Pathak et al. 2019**).** Therefore, a gap was observed in the existing literature regarding the association between WLB, EE & JS in Indian aviation industry. To mitigate the lack of empirical research on this topic, the present research explores the relationship between WLB, EE and JS. There will be add on in theory and practice in aviation industry with better understanding of these relationships. It will also give insight into the influence of WLB and EE on JS. Present thesis is designed to examine the link between WLB & EE on JS in the aviation industries is done to fill the gap of strategic importance.

Rationale of the Study

People prefer to travel to their destination through flights with the growth of the airline industry in India. Individual characteristics such as task role conflict, comfort, personnel relationship, job satisfaction and Independence at workplace in the airline industry have been investigated. Main focus is to identify the factors affecting job satisfaction in Indian aviation industry. No study in India especially in Indian aviation industry has been conducted by taking these variables into consideration. Job dissatisfaction problem are much in Indian aviation industry so there is the need to identify the reason behind this. This study will identify the reasons for dissatisfaction especially in the Indian aviation industry. Hence, this study made an attempt to analyze work life balance and employee engagement variables on job satisfaction.

Research Objectives

The major objective of the present study is to explore the relationship of EE and WLB with JS in aviation sector. The objectives of the present study are:

Objective 1: To study the significant relationship between EE and JS as well as prediction of JS with EE, as the criterion variable.

1.1. To study the significant relationship between vigor and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with vigor, as criterion variable.

1.2. To study the significant relationship between dedication and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with dedication, as criterion variable.

1.3. To study the significant relationship between absorption and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with absorption as, criterion variable.

Objective 2: To study the significant relationship between WLB and JS as well as prediction of JS with WLB, as the criterion variable.

2.1. To study the significant relationship between Work to personal life strains (WPLS) and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with WPLS, as criterion variable.

2.2. To study the significant relationship between Personal life to work strains (PLWS) and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with PLWS, as criterion variable.

2.3. To study the significant relationship between Work to personal life gains (WPLG) and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with WPLG, as criterion variable.

2.4. To study the significant relationship between Personal life to work gains (PLWG) and the dimensions of JS. Also to predict JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication) with PLWG, as criterion variable.

Hypothesis

Following hypothesis have been employed on the basis of in-depth review of literature:

H1: There is significant relationship between EE and JS. Also EE will significantly predict JS.

H1a. There is significant relationship between vigor and dimensions of JS. Also vigor will significantly predict the dimensions of JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

H1b. There is significant relationship between dedication and dimensions of JS. Also dedication will significantly predict the dimensions of JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

H1c. There is significant relationship between absorption and dimensions of JS. Also absorption will significantly predict the dimensions of JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

H2: There is significant relationship between WLB and JS. Also WLB will significantly predict JS.

H2a. There is significant relationship between WPLS, and dimensions of JS. Also WPLS will significantly predict the dimensions of JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

H2b. There is significant relationship between PLWS, and dimensions of JS. Also PLWS will significantly predict the dimensions JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

H2c. There is significant relationship between WPLG, and dimensions of JS. Also WPLG will significantly predict the dimensions of JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

H2d. There is significant relationship between PLWG, and dimensions of JS. Also PLWG will significantly predict the dimensions of JS (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication).

Research Methodology

Sample

The sample of 500 employees in aviation industry will conducted for the study. It will include staff at all the level including managerial and non-managerial. This will include both Airline Industry and AAI (Airports Authority of India). Airlines Industry will include Indigo, Air India, Go Air, Spice Jet, Vistara etc.

Instruments

The collection of data for the study will be administered by three measuring instruments i.e. EE, WLB and JS. Each scales brief description has been given as under:

1. Employee Engagement

Employee Engagement will be measured by 16-items scale. The scale identifies 3 dimensions. These are: Vigor, Dedication and Absorption. Items under the measurements will help in measuring, where 6 items, 5 items and 5 items are belong to **vigor, dedication and absorption** (Ariani, 2013; Schaufeli et al. 2006; Ferreira & De Oliveira, 2014). The reliability coefficients for Vigor, Dedication and Absorption is 0.91, 0.87, 0.86. Five-point rating scale will be taken for measuring the items and the rating will be done from 1= Disagree very much to 5 = Agree very much.

2. Work-Life Balance

WLB measurement will be done by 26 items scale. The scale identifies 4 dimensions: WPLS, PLWS, WPLG and PLWG. Items in each dimensions will be used for measuring, where **WPLS** has 9 items which is derived from the study of (Marshall et al. 1993), **PLWS** has 5 items which is derived from the study of (Sari Mansour Diane-Gabrielle Tremblay 2016), **WPLG** has 6 items (Marshall et al.1993).**PLWG** included 6 items (Dawn S. Carlson et al.2005). The coefficient alpha for WPLS, PLWS, WPLG and PLWG are 0.91, 0.92, 0.92 & 0.93 respectively. The measurement of the items will be done using a seven-point likert scale ranging from 1= Disagree very much to 7 = Agree very much.

3. Job Satisfaction

Job Satisfaction measurement is done by 36-items scale. The scale identifies nine dimensions. These dimensions are: Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication. The items have been derived from the study of Paul E Spector. The coefficient alpha

for each dimension was found to be 0.75, 0.73, 0.82, 0.73, 0.76, 0.62, 0.60, 0.78, 0.71 and 0.91 respectively. This was a six point likert scale and the scores ranges from 1= Disagree very much to 6= Agree very much.

Statistical Analysis

The data obtained will undergo number of statistical analyses relevant to the research objectives of the study. To examine the effect of EE and WLB on JS. The major part of the study is pertinent to Pearson's Product Moment Method and Stepwise Multiple Regression Analysis. To examine the nature of score distribution the descriptive analysis will also be worked out. To brief, the analysis will be conducted using SPSS 22.0 version for Principal Component Analysis (PCA), Pearson Correlation, Scatter plot and Stepwise Regression Analysis.

Results and Discussion

The study will base on a sample of aviation Industry. The results may show that both the independent variables EE and WLB have a significant positive impact on job satisfaction. To maintain balance between employees work life and personal life industry must focus on a more comprehensive approach, which will result in achieving job satisfaction through which performance will be increased and employee will feel belongingness toward the organization.

Conclusion and Future Implications

Great importance of the study is for the employees, aviation industry, academicians for knowing how to achieve the job satisfaction and reason affecting it. The conclusion through the research study will be that employee engagement and WLB leads to JS. Better performance and profitability will come by improving satisfaction level of employee. Through this research aviation industry will understand the importance of balance work and personal life and how it affects their performance& the ways to be content with their job.

The significance of this study is to provide valuable information towards deeper understanding of WLB, EE and JS. The study shows that how WLB, EE has its effect on employee's performance and JS. Worthy information of this study would be provided to academic community, practitioners who will bring transformational change in organization in larger perspective. Broad vision on these variables able managers to attract and retain employees.

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